
CONTENTS

PREFACE	4
ABOUT Q-PARK	6
Profile	6
Quality in parking	8
Review of business	9
Review of CSR	14
Notable projects	16
Future outlook	26
STRATEGY	28
How we create value	29
Sustainable development goals	32
Materiality analysis	34
CSR strategy	38
RESULTS	44
Performance highlights	44
Value Creation	46
Value Capturing	56
Value Sharing	64
Value Retention	70
OTHER INFORMATION	79
Supply chain	80
Governance, policies and codes	81
Risk management	82
What we can do better	90
OVERVIEWS	92
GRI Content Index	92
Stakeholders	98
GLOSSARY	102

STAKEHOLDERS

Q-Park has a large number of stakeholders. The following overview shows how we engage with and involve our key stakeholders in our policy.

Stakeholders	Requirements	Activities	Resources
Capital market - Shareholders - Banks ¹	Benchmarking Financial health and insensitivity to risks Innovation, research, and development Transparency and communication Good reputation Ethical operating activities and compliance Privacy and data security Clarity about the relationship between financial and sustainability reporting	Strategy, policy, risk management, and calculating financial results Relationship between financial and sustainability reporting Reporting according to guidelines, as basis for comparison with other organisations Reputation management Compliance with legislation and interpretation of responsibilities Information over consequences of investments and divestments Information over future opportunities and product innovations	General meeting of shareholders, meetings with banks Website, press releases, annual reports Compliance programme Relationship management Integrity Policy CSR Code
Customers - Private - Business ²	Fair competition and prices Accessible parking facilities Security practices Quality and good parking services Privacy and data security Good complaints processing	Quality management Information regarding liability Health and safety measures Product development and environmental management	Website, press releases, annual reports Compliance programme Customer Service Desk Customer satisfaction surveys Information at the location

¹ Interaction frequency: quarterly

² Interaction frequency: daily

Stakeholders	Requirements	Activities	Resources
Employees - Existing - Future ¹	Job security and correct remuneration	Inform about Q-Park's plans and intentions	Consultation between management and employees
	Ethical business operations	Work policy and HRM	Performance and appraisal interviews
	Safety and good working conditions	Health and safety measures and prevention of incidents, emergencies, and accidents	Employee training
	Good reputation	Education and training	Internal reputation and communication
	Diversity	Prevention of fraud and undesirable behaviour	Employee satisfaction surveys
	Transparency and communication	Risk and reputation management	Integrity Policy
	Business partners - Suppliers - Commercial parties ²	Ethical business operations	Inform about Q-Park's plans and intentions
Partnerships		Quality control and information about liability	Annual reports
Quality		Health and safety measures	Negotiations
Chain responsibility		Prevention of fraud and undesirable behaviour	Position papers and showcases
Transparency and communication		Production conditions (also in the chain)	Collaboration (on innovation) and consultation
Innovation, research and development		Product development and care for the environment	Integrity Policy
		Sharing 'best practices'	Participate in knowledge platforms
		Drafting standards	
	Comply with voluntary agreements within sector		

1 Interaction frequency: daily

2 Interaction frequency: monthly

Stakeholders	Requirements	Activities	Resources
Municipalities - Local authorities - Communities ¹	Benchmarking Employment Ethical operating activities and compliance Integration of transport modes Viable, accessible, and economically flourishing cities Cooperation and support for social projects	Design and implementation of the policy Sharing 'best practices' Own regional initiatives Modify design of parking facilities to suit the surroundings Sustainable construction, maintenance and renovation Public-Private Partnerships	Website, press releases, annual reports Collaboration and consultation CSR Code Sponsoring and donations
Governments, politics and society as a whole - National governments - EU - International institutes ²	Safe, healthy, pleasant and social living environment Countering climate change Economical use of raw materials, energy and water Ethical business operations	Initiatives for sustainable urban mobility Prevention and reduction of damaging environmental impact Contribution to transparency of sector	Website, press releases, annual reports Consultation groups Integrity Policy

1 Interaction frequency: monthly

2 Interaction frequency: at least once a year